

BOARD OF GOVERNORS OF CONCORDIA UNIVERSITY

MINUTES OF THE MEETING OF THE OPEN SESSION OF THE BOARD OF  
GOVERNORS HELD ON WEDNESDAY, APRIL 20, 1988,  
8:15 A.M., H-769, SGW CAMPUS

ATTENDANCE:     Present: Me A. Gervais, Q.C. Chairman. Chief Justice A. B. Gold, Chancellor. Dr. J. Bhatnagar; Mr. M. J. Bourgault, C. M.; Ms. M. Clarke; Mr. J. N. Economides; Mr. L. Ellen; Mr. J. Roy Firth; Mr. L. Gray; Dr. H. Habib; Mr. T. Hecht; Mr. G. Hildebrandt; Ms. S. Hunt; Mr. P. Ivanier; Dr. M. Kusy; Ms. S. McLeod; Mr. D. W. McNaughton; Mr. A. H. Michell; Dr. M. Shames; M. P. Shea; Mr. J. H. Smith;  
                  Officers of the University: Dr. M. Cohen, Dr. J. C. Giguère,  
                  Secretary: Rev. A. Graham, S. J.  
                  Secretary-General: Me B. Gaudet.

Absent with apologies: Mr. R. K. Groome, O. C.; Dr. P. Kenniff, Rector; Mr. F. Knowles; Mr. R. Lawless; Me J. J. Pepper, Q. C.; Mr. C. I. Taylor, O. C.; Mme L. Watier; Dr. F. R. Whyte.  
                  Absent: Mr. R. Douglas; Mme M. J. Drouir; Dr. T. Fancott; Prof. S. Friedland; Mr. Paul E. Martin; Mr. W. W. Stinson.

DOCUMENTS CONSIDERED AND ATTACHED TO THESE MINUTES

|                  |   |                                                    |
|------------------|---|----------------------------------------------------|
| BG-88-3-D12      | - | Department of Mathematics.                         |
| BG-88-3-D13      | - | Department of Contemporary Dance.                  |
| BG-88-3-D14      | - | Capital Campaign Report.                           |
| BG-88-3-D15      | - | Move of Verdun Stadium to West-end Campus.         |
| FC-88-1-D1 (Rev) | - | 1988-89 Provisional Operating Budget.              |
| FC-88-1-D3       | - | Proposed Capital Budget for 1988-89.               |
| FC-88-1-D4       | - | Concordia Council on Student Life 1988-89 Budgets. |

1.1     Me Gervais occupied the Chair.

1.2     The agenda was accepted as presented

1.3     It was moved and seconded (Economides, Habib) and unanimously RESOLVED:

R88-17     *THAT           the minutes of the Open Session of March 16, be approved.*

3.       It was moved and seconded (Kusy, McLeod) and unanimously RESOLVED:

R88-18     *THAT,            as proposed by the Council of the Faculty of Fine Arts and the University Senate, Contemporary Dance be established as an academic department within the Faculty of Fine Arts.*

4.     Change in the Name of the Department of Mathematics

It was moved and seconded (Habib, Shames) and unanimously RESOLVED:

R88-19     *THAT,            recommended by the Department of Mathematics and approved by the Senate, the name of the Department of Mathematics be changed to the Department of Mathematics & Statistics.*

5.     Report of the Finance Committee

Mr. Smith referred to FC-88-1-D1 (Rev.), the 1988-89 Provisional Operating Budget. He noted that the Finance Committee tabled this budget with mixed emotions; the objective of the Committee is, of course, to present a balanced budget. However, it is essential to maintain a level of educational excellence in the University, and this requires that we maintain more than minimum standards of teaching and an environment conducive to scholarship. Our debt continues to increase, although at a diminishing rate; it is hoped that means will be found to balance the budget in 1991. The Finance Committee has studied a five-year development plan submitted by the University Administration. It notes that the financial problems of the University are not over; a balanced budget is contingent upon forthcoming government assistance. The Finance Committee will also table a Capital Budget and a Budget of the Concordia Council on Student Life (CCSL).

In discussing the Operating Budget, Dr. Cohen pointed out that in the period 1981-88 we have gone through a momentous change: from a surplus position in 1981, we have accumulated an overall debt which has now reached \$35 million and will probably increase, before the budget is balanced, to \$45 million. Notwithstanding appearances, the whole period was marked by severe budgetary constraints. Considering the very high inflation rates experienced during this period, the expenditures of the University have not increased in real terms, while the revenues have actually decreased in constant dollars as a result of severe cutbacks in government grants. The whole strategy of strict financial restraint was based upon the premise, and hope, that a new funding formula would be implemented, correcting historical inequities and significantly increasing the revenues of the University. The restraints, however, have made it difficult or impossible to take advantage of money supplied by the government for development. To achieve increased revenues we must attempt to increase government contributions to our basic funding and, very importantly, concentrate on increasing expenses as an investment to attract higher revenues.

While the financial strategy for the next few years must be first to achieve a balanced annual budget and then to start repaying the accumulated deficit, these objectives, should be attained by a willingness to invest and increase expenditures in real terms to ensure even greater increases in revenues.

Mr. Ivanier asked if the University had considered developing commercial buildings on some of the property it owns on the Sir George Williams Campus. He amplified his statement by explaining that he did not mean space for commercial stores, but rather space that might be occupied by both the University and other office space. It was pointed out that, as a non-profit organization, the University must carefully monitor how it profits from its assets. The Chairman announced that, with the Board's approval, he would set up a small committee to look into the possibilities suggested by Mr. Ivanier.

Mr. Michell pointed out the advantages that would derive from having consultants study the various elements of the cost side of the budget. Mr. Ivanier and Mr. Smith concurred with this suggestion. At the same time, Mr. Smith expressed his and the Finance Committee's confidence in Dr. Cohen in the way the administration is managing the financial affairs of the University.

Dr. Giguère briefly reviewed the submission of the Capital Budget 1988-89 and the proposed CCSL 1988-89 Budget.

It was moved and seconded (Smith, Firth) and unanimously RESOLVED:

R88-20     *THAT            the following three documents be tabled for action at the meeting of May 18, 1988:*

*1. Provisional Operating Budget 1988-89.*

*2. The Proposed Capital Budget 1988-89.*

*3. The Concordia Council on Student Life (CCSL) 1988-89 Budget.*

6. It was moved and seconded (Smith, Michell) and unanimously RESOLVED:

R88-21     *WHEREAS under the Will of the late Dr. Armand C. Archambault, Concordia University as successor to and in the rights of Loyola College, together with the Collège Jean de Brébeuf, has been designated as one of the "remaindemen" or residual beneficiaries of all the properties located in Canada of the Archambault Estate;*

*WHEREAS the Trustee to the said Estate, the Chittenden, Trust Company of Vermont, has now sold an immoveable property located at 2142-48 St. Germain*

*Street in Montreal, which is the last property remaining in the Canadian part of the Estate; and*

*WHEREAS, as one of the "remaindermen" under the Vermont law, Concordia University is being asked to ratify and confirm the above mentioned sale by intervening in Deed of Sale to be executed before Notary David Whitney;*

*THAT Concordia University intervene in and confirm, as one of the residual heirs of the late Armand C. Archambault, the sale of the immoveable property of the Estate located at 2142-48 St. Germain Street in Montreal, to Thanh Tam Nguyen and Thi Van Anh Nguyen for a price and consideration of \$90,000.00, and to authorize Dr. Patrick Kenniff, Rector and Vice-Chancellor and Dr. Maurice Cohen, Vice-Rector Institutional Relations and Finance, to sign the said Deed of Sale and any other documentation required in connection therewith*

#### 7. Report of the Planning Committee

It was moved and seconded (McNaughton, Hiltebrandt) and unanimously RESOLVED:

R88-22        *WHEREAS Concordia has prepared preliminary plans and documents for the construction of a downtown library complex; and*

*WHEREAS this design was prepared by the University's consultants and was reviewed by the Architectural Committee set up by the University to advise it on the design; and*

*WHEREAS it is expedient that la Direction générale de de l'enseignement et de la recherche universitaire (DGERU) be in a position to give its approval to the University to proceed to the detailed planning and tender stages of the project, thereby allowing the University to begin construction by the spring of 1989;*

*THAT the Board of Governors approve the preliminary design phase for the downtown library complex; and*

*THAT the Board of Governors authorize the Vice-Rector, Services, Dr. Charles Giguère, to forward the submission to the de l'enseignement supérieur et de la science.*

#### 8. Notice of Motion

The Chairman read the Notice of Motion concerning an amendment to By-law 22, and noted that the motion and corresponding document had been mailed to all the members.

## 10.2 Report of the Vice-Rector

Dr. Giguère called the attention of the members to document BG-88-3-D15. This document, for the information of the Board, discusses the acquisition and move of the Verdun Stadium to the West-end Campus. A decision of the Board will be needed no later than its May meeting.

13. Mr. Gray asked why the emergency lighting on the stairs of the Hall Building did not function during the blackout emergency on the evening of Monday, April 18, 1988. Dr. Giguère replied that, in a report he had received this morning, maintenance assured him that the generator supplying the emergency lighting is tested each week and was recently tested satisfactorily. Why it did not function when needed is a mystery. Dr. Giguère will make certain that the security guards are properly supplied with flash lights in the future.

The meeting terminated at 9:15 a.m.

Aloysius Graham, S. J.  
Secretary